DA Form 2166-9 Series

Module 3: NCOER Support Form & Grade Plate NCOERs

as of 10 July 2015

Agenda

- What is Changing on the NCOER
- NCOER Support Form
- Grade Plate NCOER
  - Part I – ADMINISTRATIVE DATA
  - Part II – AUTHENTICATION
  - Part III – DUTY DESCRIPTION
  - Parts IVa and IVb – APFT and HT / WT
- Army Leadership
- Performance Measures
  - “FAR EXCEEDED STANDARD”
  - “EXCEEDED STANDARD”
  - “MET STANDARD”
  - “DID NOT MEET STANDARD”

Unclassified

Agenda (cont.)

- Part IV – Rater Assessment
  - CHARACTER
  - Direct-level Report (SGT)
  - Organizational-level Report (SSG-1SG/MSG)
  - Strategic-level Report (CSM/SGM)
- Potential Measures
  - “MOST QUALIFIED”
  - “HIGHLY QUALIFIED”
  - “QUALIFIED”
  - “NOT QUALIFIED”
- Part V – Senior Rater Assessment
  - Direct-level Report (SGT)
  - Organizational- and Strategic-level Reports (SSG through CSM/SGM)

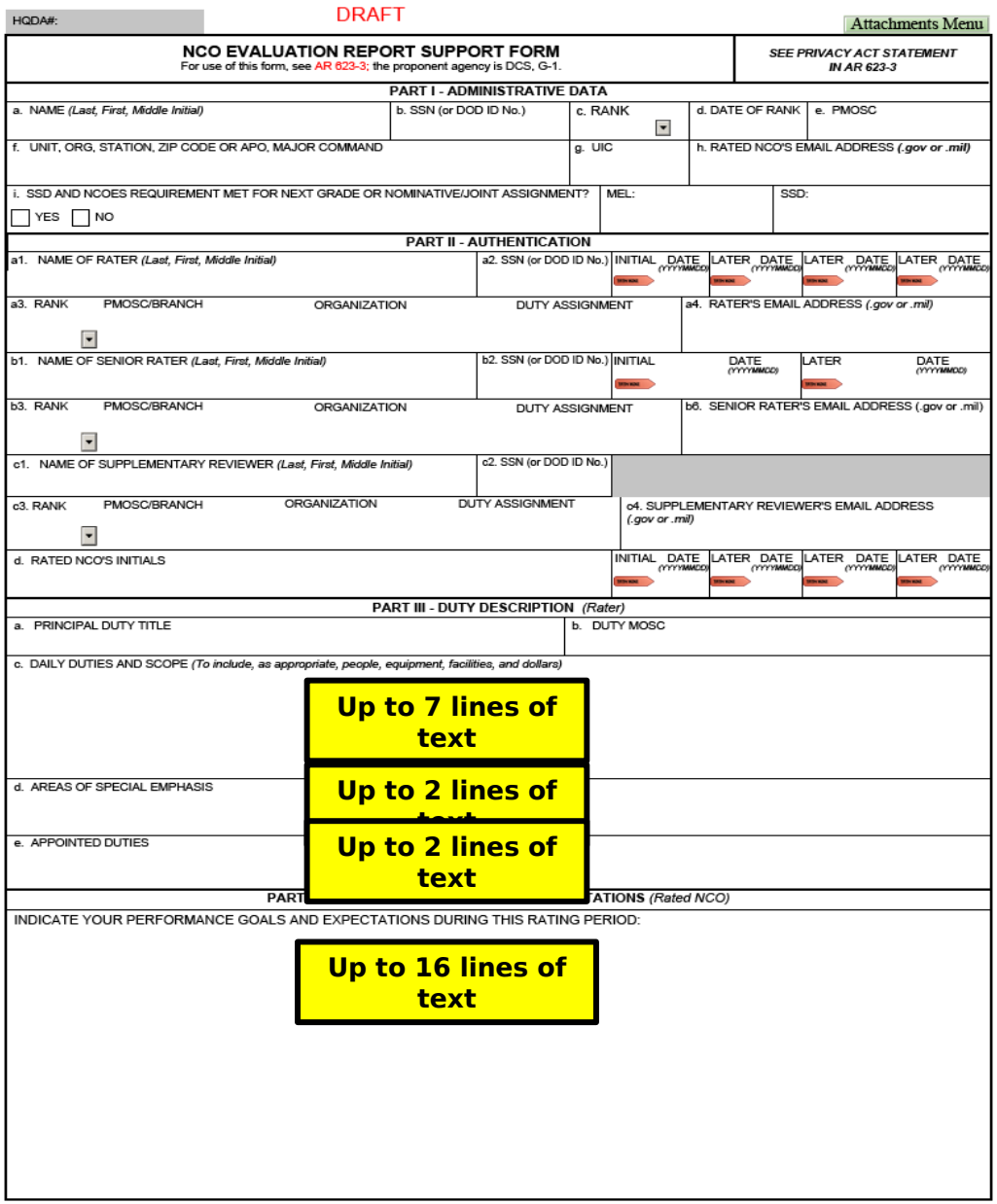
Unclassified

What is Changing on the NCOER

CHARACTERISTIC	CURRENT NCOER (DA FORM 2166-8)	NEW NCOER (DA FORM 2166-9 SERIES)
NCOER Support Form	• Based on the Leadership Dimensions of FM 22-100 • Rater counsels initially and quarterly • Senior rater – no requirement to counsel • Reviewer – no requirement to counsel; provides oversight/assists rating chain	• Aligns with Leadership Requirements Model of ADP 6-22 • Rated NCO provides goals and expectations • Rater counsels initially and quarterly • Senior rater should counsel twice during rating period • Supplementary reviewer, as required • Incorporates SSD/NCOES completion box for next grade
Form	One report for all NCOs	<u>Three reports</u> 1.SGT (Direct) 2.SSG through 1SG/MSG (Organizational) 3.CSM/SGM (Strategic)
Rating Chain Responsibilities	• Rater assesses performance and potential • Senior rater assesses performance and potential • Reviewer provides oversight/assists rating chain	• Rater assesses performance • Senior rater assesses potential • Supplementary reviewer, as required
Army Leadership Doctrine	Based on Leadership Dimensions of FM 22-100	Aligns with Leadership Requirements Model of ADP 6-22
Assessment Format	Bullet comments for all NCOs	• Rater ➢Bullet comments for SGT through 1SG/MSG ➢Narrative comments for CSM/SGM • Senior rater – narrative comments for all NCOs
Senior Rater Assessment	<u>Uncontrolled promotion-based</u> “1” – Recommendation for immediate promotion “2” – Strong recommendation for promotion “3” – Recommendation for promotion “4” – Should not be promoted at this time “5” – Do not promote	<u>Controlled potential-based</u> • “MOST QUALIFIED” (limited to 24%) • “HIGHLY QUALIFIED” • “QUALIFIED” • “NOT QUALIFIED”
Rating Chain	No accountability	Rater tendency and constrained senior rater profile

NCOER Support Form – Page 1

- Part I – SSD and NCOES requirement met for next grade
- Part II – Senior rater should counsel the rated NCO, at a minimum, twice during rating period
- Part II, block c – Supplementary reviewer, as required
- Part IV – Rated NCO provides goals and expectations



HQDA#: DRAFT Attachments Menu

NCO EVALUATION REPORT SUPPORT FORM
For use of this form, see AR 623-3; the proponent agency is DCS, G-1.

SEE PRIVACY ACT STATEMENT IN AR 623-3

PART I - ADMINISTRATIVE DATA

a. NAME *(Last, First, Middle Initial)* | b. SSN (or DOD ID No.) | c. RANK | d. DATE OF RANK | e. PMOSC

f. UNIT, ORG, STATION, ZIP CODE OR APO, MAJOR COMMAND | g. UIC | h. RATED NCO'S EMAIL ADDRESS *(.gov or .mil)*

i. SSD AND NCOES REQUIREMENT MET FOR NEXT GRADE OR NOMINATIVE/JOINT ASSIGNMENT? ☐ YES ☐ NO | MEL: | SSD:

PART II - AUTHENTICATION

a1. NAME OF RATER *(Last, First, Middle Initial)* | a2. SSN (or DOD ID No.) | INITIAL DATE (YYYYMMDD) | LATER DATE (YYYYMMDD) | LATER DATE (YYYYMMDD) | LATER DATE (YYYYMMDD)

a3. RANK | PMOSC/BRANCH | ORGANIZATION | DUTY ASSIGNMENT | a4. RATER'S EMAIL ADDRESS *(.gov or .mil)*

b1. NAME OF SENIOR RATER *(Last, First, Middle Initial)* | b2. SSN (or DOD ID No.) | INITIAL DATE (YYYYMMDD) | LATER DATE (YYYYMMDD)

b3. RANK | PMOSC/BRANCH | ORGANIZATION | DUTY ASSIGNMENT | b8. SENIOR RATER'S EMAIL ADDRESS (.gov or .mil)

c1. NAME OF SUPPLEMENTARY REVIEWER *(Last, First, Middle Initial)* | c2. SSN (or DOD ID No.)

c3. RANK | PMOSC/BRANCH | ORGANIZATION | DUTY ASSIGNMENT | c4. SUPPLEMENTARY REVIEWER'S EMAIL ADDRESS *(.gov or .mil)*

d. RATED NCO'S INITIALS | INITIAL DATE (YYYYMMDD) | LATER DATE (YYYYMMDD) | LATER DATE (YYYYMMDD) | LATER DATE (YYYYMMDD)

PART III - DUTY DESCRIPTION *(Rater)*

a. PRINCIPAL DUTY TITLE | b. DUTY MOSC

c. DAILY DUTIES AND SCOPE *(To include, as appropriate, people, equipment, facilities, and dollars)*

Up to 7 lines of text

d. AREAS OF SPECIAL EMPHASIS

Up to 2 lines of text

e. APPOINTED DUTIES

Up to 2 lines of text

PART ...TATIONS *(Rated NCO)*

INDICATE YOUR PERFORMANCE GOALS AND EXPECTATIONS DURING THIS RATING PERIOD:

Up to 16 lines of text

Unclassified

NCOER Support Form – Page 2

- Part V – Attributes and Competencies (ADP 6-22)
- Part VI – Senior rater provides comments.

HQDA#:

PART V - PERFORMANCE EVALUATION, PROFESSIONALISM, ATTRIBUTES, AND COMPETENCIES *(Rater)*

a. CHARACTER: (Army Values, Empathy, Warriors Ethos/Service Ethos, Discipline. Fully supports SHARP, EO, and EEO.)

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:	LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

b. PRESENCE: (Military and professional bearing, Fitness, Confidence, Resilience)

APFT GOALS:	*CURRENT RECORD APFT:*
PU:_____ SU:_____ RUN:_____ HT/WT:_____ (ONLY AS NEEDED)	a. APFT Pass/Fail/Profile: _____ Date: _____ b. Height: _____ Weight: _____ Within Standard? _____ Reset Item a. APFT/Pass/Fail/Profile
INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:	LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

c. INTELLECT: (Mental agility, Sound judgment, Innovation, Interpersonal tact, Expertise)

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:	LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

Up to 8 lines of text for each field

d. LEADS: (Leads others, Builds trust, Extends influence beyond the chain of command, Leads by example, Communicates)

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:	LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

e. DEVELOPS: (Creates a positive command/workplace environment, Fosters esprit de corps, Prepares self, Develops others, Stewards the profession)

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:	LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

f. ACHIEVES: (Gets results)

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:	LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

PART VI - SENIOR RATER COMMENTS

Unclassified

Grade Plate NCOER – Page 1

- Front page – same for all grade-plate forms
- Part II, block c – Supplementary reviewer, as required
- Part IV, blocks a and b – APFT and HT/WT

c. CHARACTER: (Include narrative comments addressing Rated NCO's performance as it relates to adherence to Army Values, Empathy, Warrior Ethos/Service Ethos, and Discipline. Fully supports SHARP, EO, and EEO.)

MET STANDARD ☐ DID NOT MEET STANDARD ☐

HQDA#: DRAFT Attachments Menu

NCO EVALUATION REPORT (SGT)
For use of this form, see AR 623-3; the proponent agency is DCS, G-1.
SEE PRIVACY ACT STATEMENT IN AR 623-3

PART I - ADMINISTRATIVE DATA

a. NAME *(Last, First, Middle Initial)* | b. SSN (or DOD ID No.) | c. RANK | d. DATE OF RANK | e. PMOSC

f. UNIT, ORG, STATION, ZIP CODE OR APO, MAJOR COMMAND | g. STATUS CODE | h. UIC | i. REASON FOR SUBMISSION

j. PERIOD COVERED: FROM *YEAR MONTH DAY* THRU *YEAR MONTH DAY* | k. RATED MONTHS | l. NONRATED CODES | m. NO OF ENCLOSURES | n. RATED NCO'S EMAIL ADDRESS *(.gov or .mil)*

PART II - AUTHENTICATION

a1. NAME OF RATER *(Last, First, Middle Initial)* | a2. SSN (or DOD ID No.) | a3. RATER'S SIGNATURE | a4. DATE *(YYYYMMDD)*

a5. RANK | PMOSC/BRANCH | ORGANIZATION | DUTY ASSIGNMENT | a6. RATER'S EMAIL ADDRESS (.gov or .mil)

b1. NAME OF SENIOR RATER *(Last, First, Middle Initial)* | b2. SSN (or DOD ID No.) | b3. SENIOR RATER'S SIGNATURE | b4. DATE *(YYYYMMDD)*

b5. RANK | PMOSC/BRANCH | ORGANIZATION | DUTY ASSIGNMENT | b6. SENIOR RATER'S EMAIL ADDRESS (.gov or .mil)

c1. SUPPLEMENTARY REVIEW REQUIRED? ☐ YES ☐ NO | c2. NAME OF SUPPLEMENTARY REVIEWER *(Last, First, Middle Initial)* | c3. RANK | PMOSC/BRANCH | ORGANIZATION | DUTY ASSIGNMENT

c4. COMMENTS ENCLOSED? ☐ YES ☐ NO | c5. SUPPLEMENTARY REVIEWER'S SIGNATURE | c6. DATE *(YYYYMMDD)* | c7. SUPPLEMENTARY REVIEWER'S EMAIL ADDRESS *(.gov or .mil)*

RATED NCO: I understand my signature does not constitute agreement or disagreement with the assessments of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I, the rating officials and counseling dates in Part II, the duty description in Part III, and the APFT and height/weight entries in Part IVa and IVb are correct. I have seen the completed report. I am aware of the appeals process of AR 623-3.

d1. COUNSELING DATES | INITIAL | LATER | LATER | LATER | d2. RATED NCO'S SIGNATURE | d3. DATE *(YYYYMMDD)*

PART III - DUTY DESCRIPTION *(Rater)*

a. PRINCIPAL DUTY TITLE | b. DUTY MOSC

c. DAILY DUTIES AND SCOPE *(To include, as appropriate, people, equipment, facilities, and dollars)*

Up to 7 lines of text

d. AREAS OF SPECIAL EMPHASIS

e. APPOINTED DUTIES

PART IV - PERFORMANCE EVALUATION, PROFESSIONALISM, ATTRIBUTES, AND COMPETENCIES *(Rater)*

a. APFT Pass/Fail/Profile: Date: | b. Height: Weight: Within Standard?

(Comments required for "Failed" APFT, "No" APFT, or "Profile" when it precludes performance of duty, and "No" for Army Weight Standards.) Reset Item a. APFT/Pass/Fail/Profile

Up to 5 lines of text

c. CHARACTER: (Include bullet comments addressing Rated NCO's performance as it relates to adherence to Army Values, Empathy, Warrior Ethos/Service Ethos, and Discipline. Fully supports SHARP, EO, and EEO.)

MET STANDARD ☐ DID NOT MEET STANDARD ☐

COMMENTS:

Bullet comments for all grade plates except Strategic Report (CSM/SGM)

Unclassified

Part I – Administrative Data

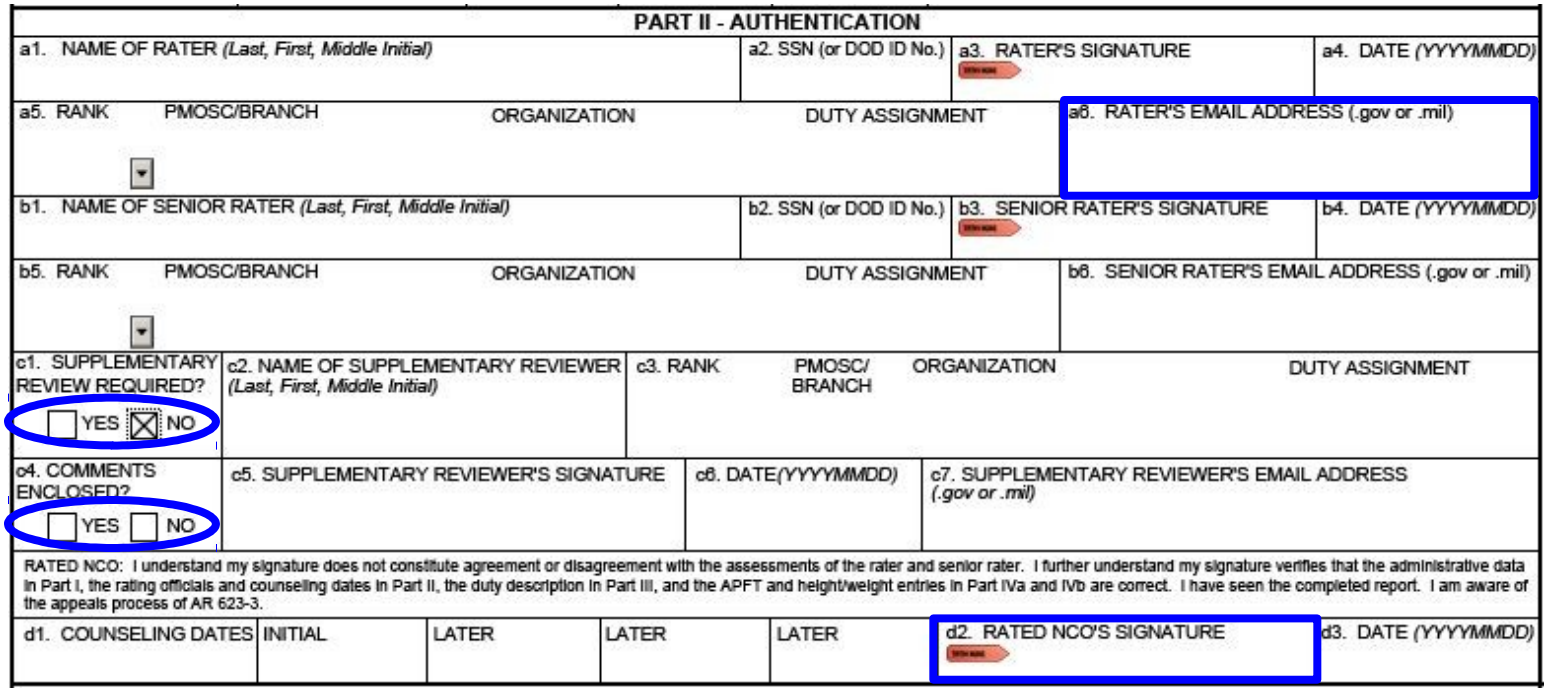
PART I - ADMINISTRATIVE DATA				
a. NAME *(Last, First, Middle Initial)*	b. SSN (or DOD ID No.)	c. RANK	d. DATE OF RANK	e. PMOSC
f. UNIT, ORG, STATION, ZIP CODE OR APO, MAJOR COMMAND		g. STATUS CODE	h. UIC	i. REASON FOR SUBMISSION

j. PERIOD COVERED		k. RATED MONTHS	l. NONRATED CODES	m. NO OF ENCLOSURES	n. RATED NCO'S EMAIL ADDRESS ***(.gov or .mil)***
FROM	THRU				
YEAR MONTH DAY	*YEAR MONTH DAY*				

- DOD ID Number will be the primary number utilized; SSN should only be used if DOD ID Number is not available
- Must ensure the Unit Identification Code (UIC) is entered correctly to retrieve data in the Evaluation Reporting System (ERS)

Unclassified

Part II – Authentication



PART II - AUTHENTICATION

a1. NAME OF RATER *(Last, First, Middle Initial)*	a2. SSN (or DOD ID No.)	a3. RATER'S SIGNATURE	a4. DATE *(YYYYMMDD)*
a5. RANK PMOSC/BRANCH ORGANIZATION DUTY ASSIGNMENT		a6. RATER'S EMAIL ADDRESS (.gov or .mil)	
b1. NAME OF SENIOR RATER *(Last, First, Middle Initial)*	b2. SSN (or DOD ID No.)	b3. SENIOR RATER'S SIGNATURE	b4. DATE *(YYYYMMDD)*
b5. RANK PMOSC/BRANCH ORGANIZATION DUTY ASSIGNMENT		b6. SENIOR RATER'S EMAIL ADDRESS (.gov or .mil)	

c1. SUPPLEMENTARY REVIEW REQUIRED? ☐ YES ☒ NO	c2. NAME OF SUPPLEMENTARY REVIEWER *(Last, First, Middle Initial)*	c3. RANK	PMOSC/ BRANCH	ORGANIZATION DUTY ASSIGNMENT
c4. COMMENTS ENCLOSED? ☐ YES ☐ NO	c5. SUPPLEMENTARY REVIEWER'S SIGNATURE	c6. DATE *(YYYYMMDD)*	c7. SUPPLEMENTARY REVIEWER'S EMAIL ADDRESS *(.gov or .mil)*	

RATED NCO: I understand my signature does not constitute agreement or disagreement with the assessments of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I, the rating officials and counseling dates in Part II, the duty description in Part III, and the APFT and height/weight entries in Part IVa and IVb are correct. I have seen the completed report. I am aware of the appeals process of AR 623-3.

d1. COUNSELING DATES	INITIAL	LATER	LATER	LATER	d2. RATED NCO'S SIGNATURE	d3. DATE *(YYYYMMDD)*

- DOD ID Number will be the primary number utilized; SSN should only be used if DOD ID Number is not available
- Use Enterprise email address
- If a supplementary review is not required, then the user will select “NO” in Part II, block c1 and leave the remaining section blank
- Rated NCO’s signature will verify the accuracy of administrative data in Part I, the rating officials and counseling dates in Part II, the duty description in Part III, and the APFT and HT/WT entries in Part IV

Unclassified

Part III – Duty Description

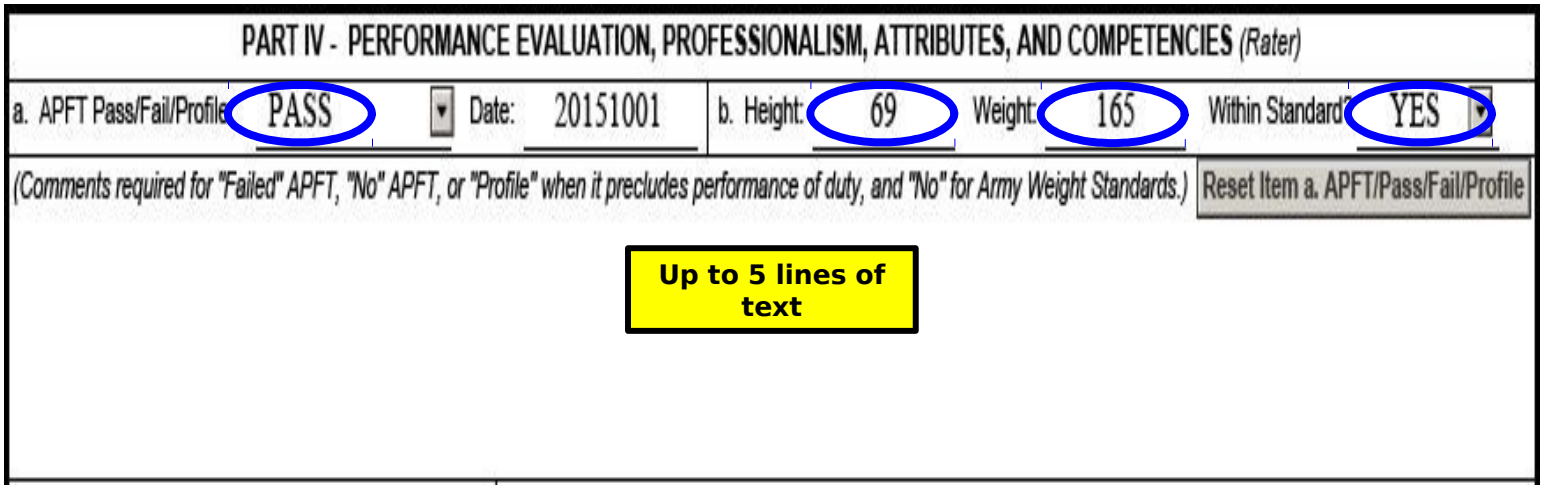
PART III - DUTY DESCRIPTION *(Rater)*	
a. PRINCIPAL DUTY TITLE	b. DUTY MOSC
c. DAILY DUTIES AND SCOPE *(To include, as appropriate, people, equipment, facilities, and dollars)* **Up to 7 lines of text**	
d. AREAS OF SPECIAL EMPHASIS **Up to 2 lines of text**	
e. APPOINTED DUTIES **Up to 2 lines of text**	

Rater will annotate the following:

- Principal duty title
- Duty MOSC
- Daily duties and scope
- Areas of special emphasis
- Appointed duties

Unclassified

Part IVa and IVb – APFT and HT / WT

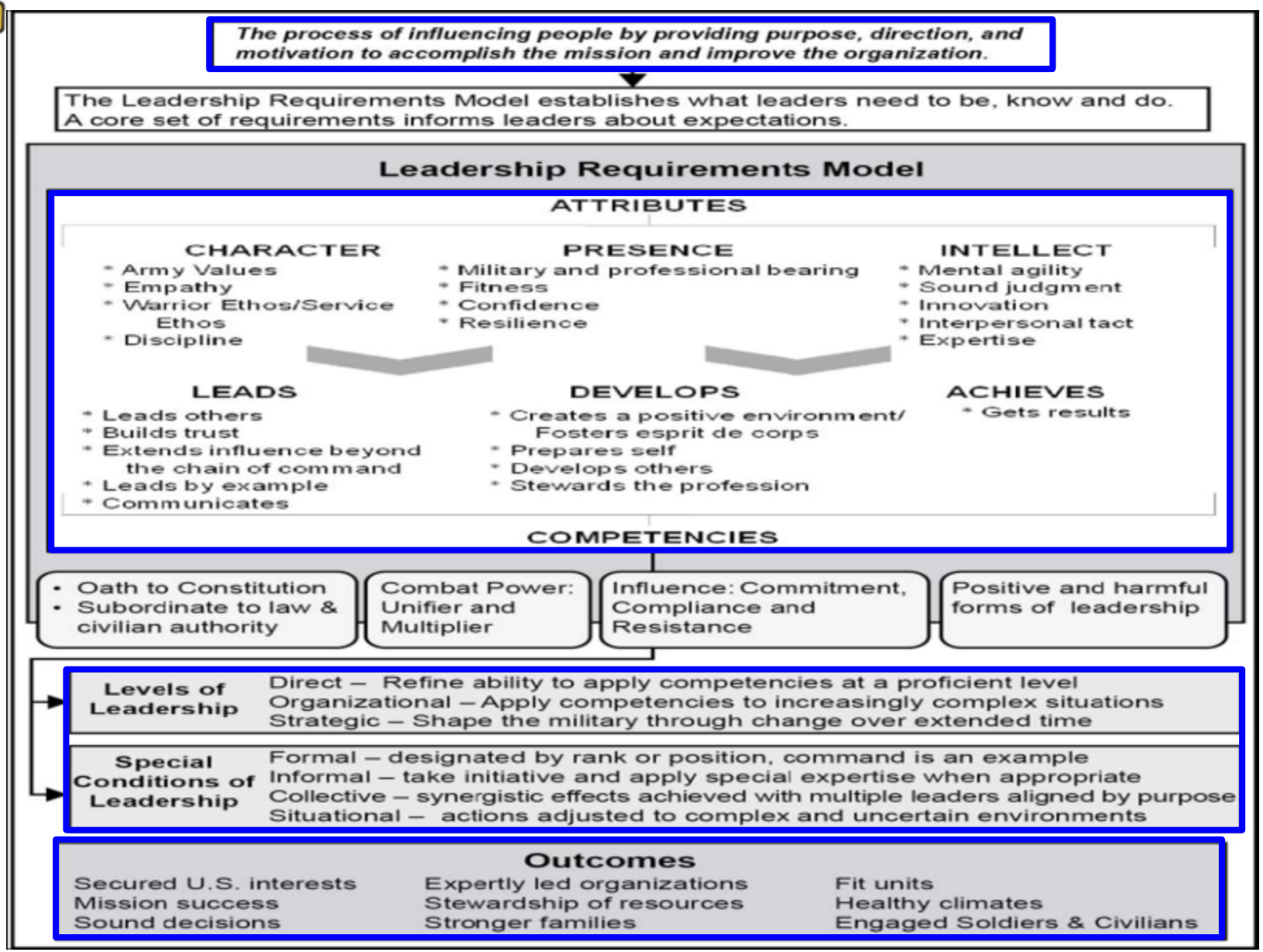


Rater will enter the following:

- APFT
  - PASS
  - FAIL
  - PROFILE
  - PREGNANT POST PARTUM
  - NO APFT
- HT / WT (including compliance with AR 600-9)

Unclassified

Army Leadership


The process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.
The Leadership Requirements Model establishes what leaders need to be, know and do. A core set of requirements informs leaders about expectations.
Leadership Requirements Model
ATTRIBUTES
CHARACTER
Army Values
Empathy
Warrior Ethos/Service Ethos
Discipline
PRESENCE
Military and professional bearing
Fitness
Confidence
Resilience
INTELLECT
Mental agility
Sound judgment
Innovation
Interpersonal tact
Expertise
LEADS
Leads others
Builds trust
Extends influence beyond the chain of command
Leads by example
Communicates
DEVELOPS
Creates a positive environment/ Fosters esprit de corps
Prepares self
Develops others
Stewards the profession
ACHIEVES
Gets results
COMPETENCIES
Oath to Constitution
Subordinate to law & civilian authority
Combat Power: Unifier and Multiplier
Influence: Commitment, Compliance and Resistance
Positive and harmful forms of leadership
Levels of Leadership
Direct – Refine ability to apply competencies at a proficient level
Organizational – Apply competencies to increasingly complex situations
Strategic – Shape the military through change over extended time
Special Conditions of Leadership
Formal – designated by rank or position, command is an example
Informal – take initiative and apply special expertise when appropriate
Collective – synergistic effects achieved with multiple leaders aligned by purpose
Situational – actions adjusted to complex and uncertain environments
Outcomes
Secured U.S. interests
Mission success
Sound decisions
Expertly led organizations
Stewardship of resources
Stronger families
Fit units
Healthy climates
Engaged Soldiers & Civilians

Unclassified

Attributes – What a Leader Is

Level	CHARACTER (Army Values, Empathy, Warrior Ethos / Service Ethos, Discipline, SHARP/EO/EEO)	PRESENCE (Military and professional bearing, Fitness, Confidence, Resilience)	INTELLECT (Mental agility, Sound judgment, Innovation, Interpersonal tact, Expertise)
Direct (SGT)	Creates a climate that embraces Army Values; character is aligned with the Army's expectations	Demonstrates good presence and confidence across expected duties of the position.	Conceptual capabilities, interpersonal tact, and domain knowledge are effective for direct level
Organizational (SSG – 1SG / MSG)	Exhibits behaviors that are clear outward expression that aligns personal character with Army expectations	Demonstrates excellent presence, confidence and resilience in expected duties and unexpected situations.	Conceptual capabilities, interpersonal tact, and domain knowledge are effective for operations at battalion and below
Strategic (CSM / SGM)	Demonstrates a sense of responsibility for the Army profession; character is of absolute integrity	Astutely manages complexity and anticipates transitions at strategic level; viewed as champions of causes, diplomats and ambassadors of high level interests.	Excels at complex thinking and multiple perspectives; adept with the Army design method; broad and deep understanding of history, world situations, technological possibilities, and dynamics of organizations.

*Based on Leader Development Strategy for a 21st Century Army, 25 Nov 00

Unclassified

Competencies – What a Leader Does

Level	LEADS (Leads others, Builds trust, Extends influence beyond the chain of command, Leads by example, Communicates)	DEVELOPS (Creates a positive command / workplace environment, Fosters esprit de corps, Prepares self, Develops others, Stewards the profession)	ACHIEVES (Gets results)
Direct (SGT)	Demonstrated troop leading procedures and employment of TTPs relevant to their unit.	Builds environment of teams and teamwork.	Directs and prioritizes tasks for Squad level and below.
Organizational (SSG – 1SG / MSG)	Demonstrated competence in resolving complex situations.	Proactive in developing others through individual coach, teach and mentor subordinates; accurately and fairly assess, identifies future leaders.	Demonstrates ability to lead through complexity and time, decentralized operations and ill-structured problems. Prioritizes limited resources to accomplish mission.
Strategic (CSM / SGM)	Sets vision for operational and strategic level operations.	Creates systems and adopts policies supporting professional and personal growth across the organization. Stewards the Army's interest in caring for and managing people and other resources.	Demonstrates ability to develop and describe broad vision and framework. Organizes, resources, integrates and aligns efforts among organizations to achieve mission goals.

Performance Measures

Organizational- and Strategic-level (SSG through CSM/SGM)

Direct-level (SGT)

FAR EXCEEDED STANDARD

Rated NCO performs extraordinarily above the required Army standards and organizational goals of leader competencies and attributes; leadership enables Soldiers and unit to far surpass required organizational and Army standards; demonstrated performance epitomizes excellence in all aspects; this NCO and his/her Soldiers consistently take disciplined initiative in applying leader competencies and attributes; results have an immediate impact and enduring effect on the mission, their Soldiers, the unit, and the Army; **demonstrated by the best of the upper third of NCOs of the same grade.**

EXCEEDED STANDARD

Rated NCO performs above the required Army standards and organizational goals of leader competencies and attributes; this NCO and his/her Soldiers often take disciplined initiative in applying leader competencies and attributes; results have an immediate impact on the mission, their Soldiers, the unit, and the Army; this level of performance is not common, **typically demonstrated by the upper third of NCOs of the same grade.**

MET STANDARD

Rated NCO successfully achieves and maintains the required Army standards and organizational goals of leader competencies and attributes; effectively meets and enforces the standard for the unit and those in his/her charge; succeeds by taking appropriate initiative in applying the leader competencies and attributes; results have a positive impact on the mission, their Soldiers, the unit, and the Army; this level of performance is considered normal and **typically demonstrated by a majority of NCOs of the same grade.**

DID NOT MEET STANDARD

Rated NCO fails to meet or maintain the required Army standards and organizational goals of leader competencies and attributes; does not enforce or meet the standard for the unit or those in his/her charge; exhibits/displays minimal or no effort; actions often have a negative effect on the mission, their Soldiers, the unit, and the Army.

FAR EXCEEDED STANDARD

(applies to Organizational- and Strategic-level NCOERs)

FAR EXCEEDED STANDARD

Rated NCO performs extraordinarily above the required Army standards and organizational goals of leader competencies and attributes; leadership enables Soldiers and unit to far surpass required organizational and Army standards; demonstrated performance epitomizes excellence in all aspects; this NCO and his/her Soldiers consistently take disciplined initiative in applying leader competencies and attributes; results have an immediate impact and enduring effect on the mission, their Soldiers, the unit, and the Army; **demonstrated by the best of the upper third of NCOs of the same grade.**

o placed 1st of 23 teams in the recent LTG David E. Grange Jr. Best Ranger Competition

o nominated and selected over 11 senior NCOs to serve as the Army Corrections Command Operations Sergeant
o selected as the Secretary of the Army Career Counselor of the Year; incomparable retention knowledge
o expertly led his/her SGLs to earn an Institute of Excellence rating within eight months of arrival
o selected by Corps/Division G-1 as the best Brigade S-1 within area of responsibility

Unclassified

EXCEEDED STANDARD

(applies to Organizational- and Strategic-level NCOERs)

EXCEEDED STANDARD

Rated NCO performs above the required Army standards and organizational goals of leader competencies and attributes; this NCO and his/her Soldiers often take disciplined initiative in applying leader competencies and attributes; results have an immediate impact on the mission, their Soldiers, the unit, and the Army; this level of performance is not common, **typically demonstrated by the upper third of NCOs of the same grade.**

o mentored two squad members to be inducted into the Sergeant Audie Murphy Club

o graduated from M1A2/MGS/Bradley Master Gunner's Course

o scored 2+/2+ on the Defense Language Proficiency Test (DLPT); surpassed Army standard in a Category IV language

o recognized with the Military Outstanding Volunteer Service Medal for volunteering over 100 hours with local community

o selected over eight seniors and 15 peers by the Deputy Commanding General to serve as Master Driver

Unclassified

MET STANDARD

(applies to all Grade Plate NCOERs)

MET STANDARD

Rated NCO successfully achieves and maintains the required Army standards and organizational goals of leader competencies and attributes; effectively meets and enforces the standard for the unit and those in his/her charge; succeeds by taking appropriate initiative in applying the leader competencies and attributes; results have a positive impact on the mission, their Soldiers, the unit, and the Army; this level of performance is considered normal and **typically demonstrated by a majority of NCOs of the same grade.**

o established a workplace environment and overall command climate that fostered dignity and respect for all team members

o scored 263 on last APFT helping company to achieve a 250 average

o assisted in the weapons qualification of 200 Soldiers throughout the battalion

o developed a strong priority work plan and anticipated constant change; successfully completed all missions

o developed several SOPs that were effectively used by Soldiers for accomplishment of daily missions

Unclassified

DID NOT MEET STANDARD

(applies to all Grade Plate NCOERs)

DID NOT MEET STANDARD

Rated NCO fails to meet or maintain the required Army standards and organizational goals of leader competencies and attributes; does not enforce or meet the standard for the unit or those in his/her charge; exhibits/displays minimal or no effort; actions often have a negative effect on the mission, their Soldiers, the unit, and the Army.

o failed to consistently adhere to rules, regulations, or standard operating procedures

o demonstrated no concern for security and accountability of sensitive items

o displayed meager enthusiasm and optimism; his/her actions discouraged others to develop and reach their full potential

o failed to maintain accountability of Soldiers under his supervision; fabricated status reports

o declined to address subordinate's request for assistance with personal issues

Unclassified

Part IV – CHARACTER

c. CHARACTER: (Include bullet comments addressing Rated NCO's performance as it relates to adherence to Army Values, Empathy, Warrior Ethos/Service Ethos, and Discipline. Fully supports SHARP, EO, and EEO.)	COMMENTS:
MET STANDARD ☐ DID NOT MEET STANDARD ☐	**Up to 8 lines of text for each field in Part IV, blocks c through h (ex. Three two-line bullets with a one-line space between them.**

- Raters must assess the rated NCO's performance in fostering a climate of dignity and respect and adhering to the requirements of the SHARP Program

- Narrative comments will be entered for Part IV, block c on DA Form 2166-9-3 (CSM/SGM)

c. CHARACTER: (Include narrative comments addressing Rated NCO's performance as it relates to adherence to Army Values, Empathy, Warrior Ethos/Service Ethos, and Discipline. Fully supports SHARP, EO, and EEO.)
MET STANDARD ☐ DID NOT MEET STANDARD ☐

Unclassified

Part IV – Rater Assessment (SGT)

- Rater assesses performance using a 2-box scale; focused on technical proficiency and is developmental in nature
  - "MET STANDARD"
  - "DID NOT MEET STANDARD"
- Rater – bullet comment format

RATED NCO'S NAME *(Last, First, Middle Initial)* | SSN (or DOD ID No.) | THRU DATE

PART IV - PERFORMANCE EVALUATION, PROFESSIONALISM, ATTRIBUTES, AND COMPETENCIES *(Rater)*

d. **PRESENCE**: (Military and professional bearing, Fitness, Confidence, Resilience.) — MET STANDARD ☐ DID NOT MEET STANDARD ☐ — COMMENTS:

e. **INTELLECT**: (Mental agility, Sound judgment, Innovation, Interpersonal tact, Expertise.) — MET STANDARD ☐ DID NOT MEET STANDARD ☐ — COMMENTS:

f. **LEADS**: (Leads others, Builds trust, Extends influence beyond the chain of command, Leads by example Communicates.) — MET STANDARD ☐ DID NOT MEET STANDARD ☐ — COMMENTS:

g. **DEVELOPS**: (Creates a positive command/ workplace environment, Fosters esprit de corps, Prepares self, Develops others, Stewards the profession.) — MET STANDARD ☐ DID NOT MEET STANDARD ☐ — COMMENTS:

h. **ACHIEVES**: (Gets results.) — MET STANDARD ☐ DID NOT MEET STANDARD ☐ — COMMENTS:

Up to 8 lines of text (bullet format) for each field in Part IV, blocks c through h

RATER OVERALL PERFORMANCE

i. I currently rate _____ Army NCOs in this grade.
COMMENTS:

Up to 5 lines of text (bullet format)

PART V - SENIOR RATER OVERALL POTENTIAL

a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate _____ Army NCOs in this grade.

- ☐ MOST QUALIFIED
- ☐ HIGHLY QUALIFIED
- ☐ QUALIFIED
- ☐ NOT QUALIFIED

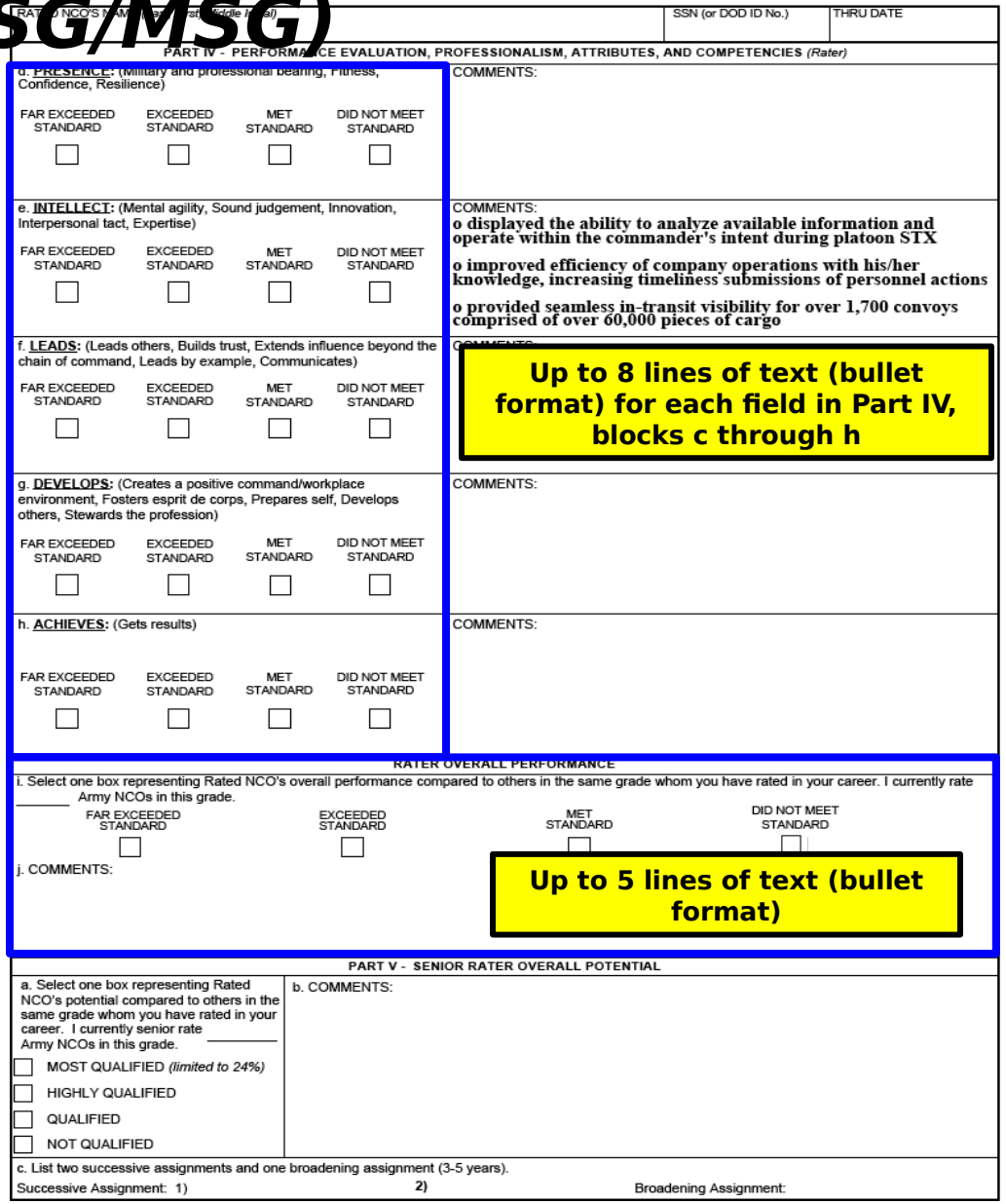
b. COMMENTS:

c. List two successive assignments and one broadening assignment (3-5 years).
Successive Assignment: 1) 2) Broadening Assignment:

Unclassified

Part IV – Rater Assessment (SSG-1SG/MSG)

- Rater assesses performance using a 4-box scale; focused on organizational systems and processes
  - "FAR EXCEEDED STANDARD"
  - "EXCEEDED STANDARD"
  - "MET STANDARD"
  - "DID NOT MEET STANDARD"
- Rater – bullet comment format
- Unconstrained rater overall performance assessment



RATED NCO'S NAME (Last, First, Middle Initial) | SSN (or DOD ID No.) | THRU DATE

PART IV - PERFORMANCE EVALUATION, PROFESSIONALISM, ATTRIBUTES, AND COMPETENCIES *(Rater)*

d. **PRESENCE:** (Military and professional bearing, Fitness, Confidence, Resilience)
FAR EXCEEDED STANDARD ☐ | EXCEEDED STANDARD ☐ | MET STANDARD ☐ | DID NOT MEET STANDARD ☐
COMMENTS:

e. **INTELLECT:** (Mental agility, Sound judgement, Innovation, Interpersonal tact, Expertise)
FAR EXCEEDED STANDARD ☐ | EXCEEDED STANDARD ☐ | MET STANDARD ☐ | DID NOT MEET STANDARD ☐
COMMENTS:
o displayed the ability to analyze available information and operate within the commander's intent during platoon STX
o improved efficiency of company operations with his/her knowledge, increasing timeliness submissions of personnel actions
o provided seamless in-transit visibility for over 1,700 convoys comprised of over 60,000 pieces of cargo

f. **LEADS:** (Leads others, Builds trust, Extends influence beyond the chain of command, Leads by example, Communicates)
FAR EXCEEDED STANDARD ☐ | EXCEEDED STANDARD ☐ | MET STANDARD ☐ | DID NOT MEET STANDARD ☐
COMMENTS:

Up to 8 lines of text (bullet format) for each field in Part IV, blocks c through h

g. **DEVELOPS:** (Creates a positive command/workplace environment, Fosters esprit de corps, Prepares self, Develops others, Stewards the profession)
FAR EXCEEDED STANDARD ☐ | EXCEEDED STANDARD ☐ | MET STANDARD ☐ | DID NOT MEET STANDARD ☐
COMMENTS:

h. **ACHIEVES:** (Gets results)
FAR EXCEEDED STANDARD ☐ | EXCEEDED STANDARD ☐ | MET STANDARD ☐ | DID NOT MEET STANDARD ☐
COMMENTS:

RATER OVERALL PERFORMANCE

i. Select one box representing Rated NCO's overall performance compared to others in the same grade whom you have rated in your career. I currently rate _____ Army NCOs in this grade.
FAR EXCEEDED STANDARD ☐ | EXCEEDED STANDARD ☐ | MET STANDARD ☐ | DID NOT MEET STANDARD ☐

j. COMMENTS:

Up to 5 lines of text (bullet format)

PART V - SENIOR RATER OVERALL POTENTIAL

a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate _____ Army NCOs in this grade.
☐ MOST QUALIFIED *(limited to 24%)*
☐ HIGHLY QUALIFIED
☐ QUALIFIED
☐ NOT QUALIFIED

b. COMMENTS:

c. List two successive assignments and one broadening assignment (3-5 years).
Successive Assignment: 1) 2) Broadening Assignment:

Unclassified

Part IV – Rater Assessment (CSM/SGM)

- Performance assessment focused on large organizations and strategic initiatives
- Narrative must address each attribute and competency
- Unconstrained rater overall performance assessment

RATED NCO'S NAME *(Last, First, Middle Initial)* | SSN (or DOD ID No.) | THRU DATE

PART IV - PERFORMANCE EVALUATION, PROFESSIONALISM, ATTRIBUTES, AND COMPETENCIES *(Rater)*

Provide narrative comments which demonstrate performance regarding organizational/strategic competencies (i.e., providing vision, motivation, and inspiration, leading and inspiring change, dealing with uncertainty and ambiguity, creating a positive environment to prepare for the future, expanding knowledge in cultural and geopolitical areas, self-awareness and recognition of impact on others, building team skills and processes, allocating the right resources, capitalizing on unified action partner assets, capitalizing on technology, accomplishing missions consistently and ethically) in the Rated NCO's current duty position. Remaining Attributes and Competencies must be addressed in the narrative. Presence as it relates to military and professional bearing, fitness, confident, and resilient. Intellect as it relates to mental agility, sound judgment, innovation, interpersonal tact, and expertise. Leads as it relates to leads others, builds trust, extends influence beyond chain of command, leads by example, and communicates. Develops as it relates to creates a positive command/workplace environment, fosters esprit de corps, prepares self, develops others, and stewards the profession. Achieves as it relates to gets results.

d. COMMENTS:

Up to 5 lines of text (narrative format)

RATER OVERALL PERFORMANCE

e. Select one box representing Rated NCO's overall performance compared to others in the same grade whom you have rated in your career. I currently rate _____Army NCOs in this grade.

FAR EXCEEDED STANDARD	EXCEEDED STANDARD	MET STANDARD	DID NOT MEET STANDARD
☐	☐	☐	☐

f. COMMENTS:

Up to 4 lines of text (narrative format)

PART V - SENIOR RATER OVERALL POTENTIAL

a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate _____ Army NCOs in this grade.

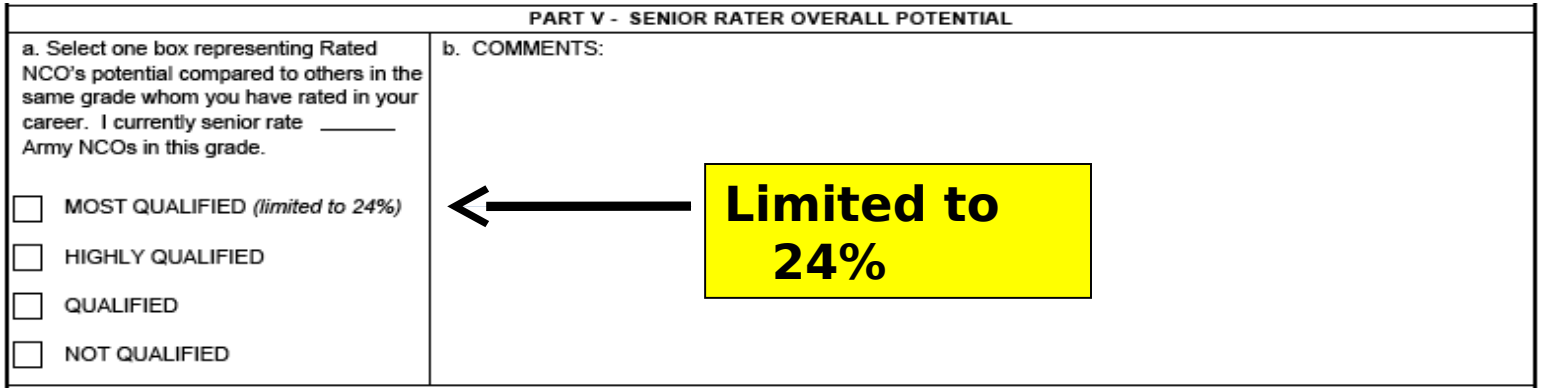
- ☐ MOST QUALIFIED *(limited to 24%)*
- ☐ HIGHLY QUALIFIED
- ☐ QUALIFIED
- ☐ NOT QUALIFIED

b. COMMENTS:

c. List two successive assignments and one broadening assignment (3-5 years).
Successive Assignment: 1) 2) Broadening Assignment:

Unclassified

Potential Measures

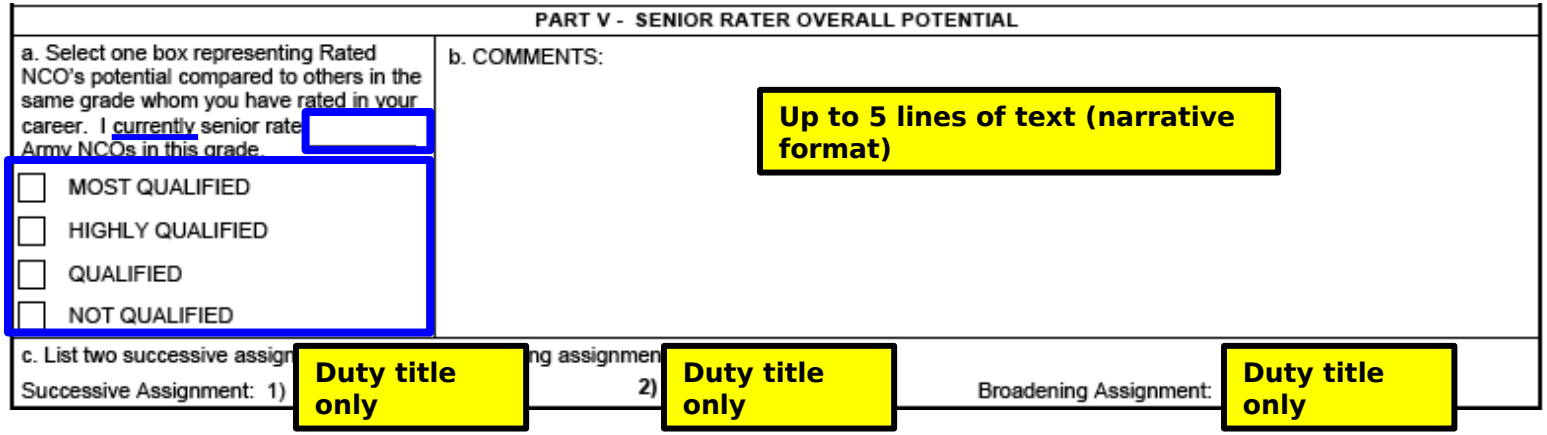


PART V - SENIOR RATER OVERALL POTENTIAL	
a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate _____ Army NCOs in this grade. ☐ MOST QUALIFIED *(limited to 24%)* ☐ HIGHLY QUALIFIED ☐ QUALIFIED ☐ NOT QUALIFIED	b. COMMENTS:

- **"MOST QUALIFIED"** – identify NCOs with strong potential for promotion in the secondary zone; ahead of peers (Note: Senior raters will manage a constrained profile up to 24% for the top block or "MOST QUALIFIED".)
- **"HIGHLY QUALIFIED"** – identify NCOs with strong potential for promotion with peers
- **"QUALIFIED"** – identify NCOs who demonstrate potential to be successful at the next level; promote if able
- **"NOT QUALIFIED"** – identify NCOs who do not demonstrate potential for promotion; recommend separation

Unclassified

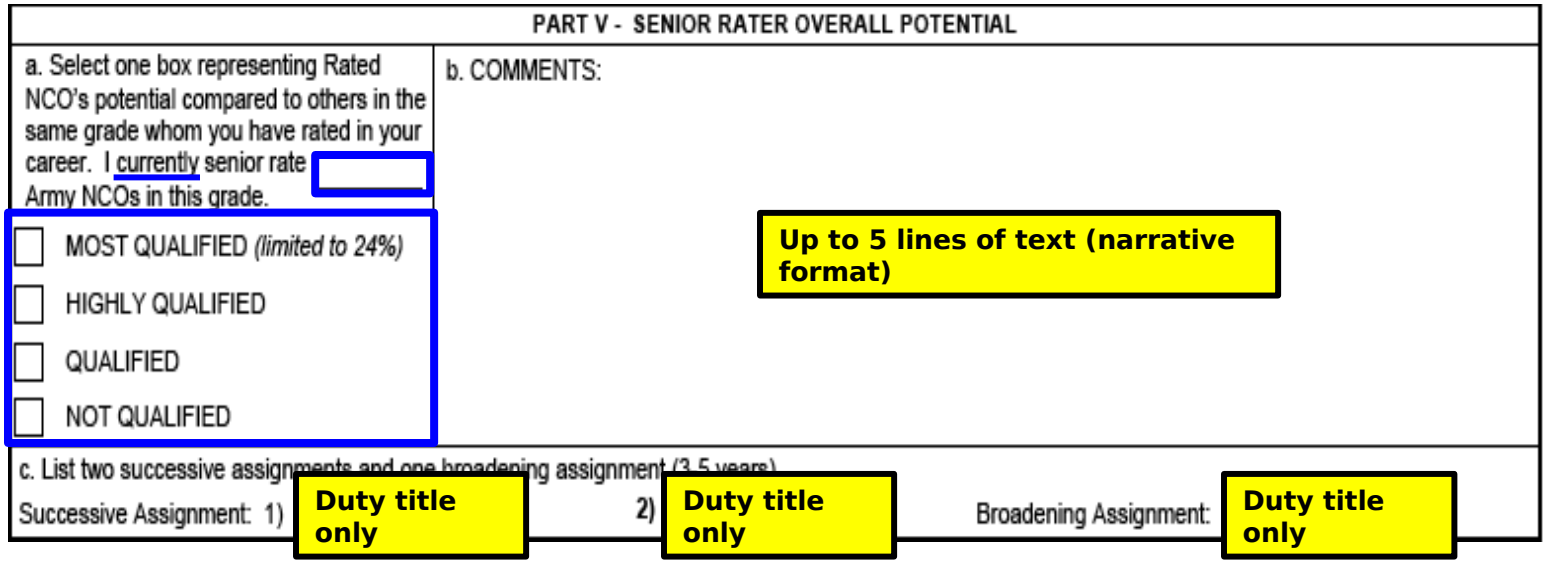
Part V – Senior Rater Assessment (SGT)


PART V - SENIOR RATER OVERALL POTENTIAL
a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate Army NCOs in this grade.
MOST QUALIFIED
HIGHLY QUALIFIED
QUALIFIED
NOT QUALIFIED
b. COMMENTS:
Up to 5 lines of text (narrative format)
c. List two successive assign ng assignmen
Successive Assignment: 1)
Duty title only
2)
Duty title only
Broadening Assignment:
Duty title only

- Senior rater assessment of rated NCO's overall potential compared to NCOs in same grade
- Unconstrained box check
- Narrative comment format

Unclassified

Part V – Senior Rater Assessment (SSG-CSM/SGM)


PART V - SENIOR RATER OVERALL POTENTIAL
a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate Army NCOs in this grade.
MOST QUALIFIED (limited to 24%)
HIGHLY QUALIFIED
QUALIFIED
NOT QUALIFIED
b. COMMENTS:
Up to 5 lines of text (narrative format)
c. List two successive assignments and one broadening assignment (3-5 years)
Successive Assignment: 1)
Duty title only
2)
Duty title only
Broadening Assignment:
Duty title only

- Senior rater assessment of rated NCO's overall potential compared to NCOs in same grade
- Constrained senior rater profile; limited to 24% of total reports
- Only one of the first four NCOERs may be rated as "MOST QUALIFIED" ("Silver bullet")
- Narrative comment format

Unclassified

Summary

- What is Changing on the NCOER
- NCOER Support Form
- Grade Plate NCOER
  - Part I – ADMINISTRATIVE DATA
  - Part II – AUTHENTICATION
  - Part III – DUTY DESCRIPTION
  - Parts IVa and IVb – APFT and HT / WT
- Army Leadership
- Performance Measures
  - “FAR EXCEEDED STANDARD”
  - “EXCEEDED STANDARD”
  - “MET STANDARD”
  - “DID NOT MEET STANDARD”

Unclassified

Summary (cont.)

- Part IV – Rater Assessment
  - CHARACTER
  - Direct-level Report (SGT)
  - Organizational-level Report (SSG-1SG/MSG)
  - Strategic-level Report (CSM/SGM)
- Potential Measures
  - “MOST QUALIFIED”
  - “HIGHLY QUALIFIED”
  - “QUALIFIED”
  - “NOT QUALIFIED”
- Part V – Senior Rater Assessment
  - Direct-level Report (SGT)
  - Organizational- and Strategic-level Reports (SSG through CSM/SGM)

Unclassified

Questions

Unclassified